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standards upon which the personnel policies are based and by means of which they are evaluated. In formulating the ends of industry, however, no intelligent radical goes farther than does Mr. Rowntree. His plan is neither that of the doctrinaire theorist nor that of the sentimentalist, but rather that of a business man who looks upon business management as a stewardship; who thinks that industry should be regarded not primarily as a means of promoting the welfare of particular groups or individuals but as a great national service.

In the main, the book is an exposition of the policies and methods developed in his cocoa works at York, England, for handling the problems of wages, hours, security, working conditions, and joint control of industry. The experiences described are submitted as a type of the spirit, ideals, and policies that must actuate business management if the system of free contract is to prosper under modern conditions.

This work is a notable addition to the literature of personnel administration.

R. W. STONE

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Socialism: An Analysis. By RUDOLF EUCKEN. Translated by JOSEPH McCABE. New York: Charles Scribner's Sons, 1922. Pp. 188. \$2.75.

This review of the socialist ideal from the standpoint of his "practical idealism" or activism by Professor Eucken is very interesting as showing the clash between some modern ideas and the idealistic traditions that largely underlie our orthodox religious creeds. The calm philosophic attitude, the courtesy and consideration, the recognition of very considerable merits in the socialistic ideal make a very pleasant impression on the reader. The translation is smooth and the printing and makeup of the book fairly sumptuous.

The author condemns socialism as naturalistic as contrasted with an independent, transcendental spiritual world that is serene and high above mundane, material interests. This upper world reaches down through the instreaming spirit into great individuals whose efforts controlled by this spirit constitute the sole hope of redeeming a world of short-sighted, brutal, struggling men unable otherwise to grasp human life as a whole.

VICTOR E. HELLEBERG

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